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Abstract

Of 12,429 persons employed by New York City dailies, only 3.7 percent are Negroes and only 2.5 percent are of Puerto Rican or other Latin American background. In magazine and broadcasting firms in New York State employing 50 or more persons, only 5 percent are Negroes and six firms employ no Negroes, while no Spanish-Americans, Asians or American Indians are employed by any upstate company. Committee recommendations are made in the areas of recruitment and placement, education and training, management employment commitment, and media association effort. These recommendations included the establishment of a high school of communication arts, utilization of facilities of broadcast enterprises in education and training endeavors, enlistment of professionals in the field of journalism for assistance in neighborhood workshops and other training efforts, and adaptation of traditional employment criteria to allow hiring of promising non-white candidates who may not immediately meet "normal qualifications." (JK)

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REPORT OF THE Governor's Committee on Employment of MINORITY GROUPS in the **news media**

VT009649

STATE OF NEW YORK
Nelson A. Rockefeller, Governor
April, 1969

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STATE UNIVERSITY OF NEW YORK
THURLOW TERRACE
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OFFICE OF THE CHANCELLOR

April 8, 1969

Hon. Nelson A. Rockefeller
Governor of New York
Executive Chamber
State Capitol
Albany, New York

Dear Governor Rockefeller:

On behalf of your Committee on Employment of Minority Groups in the News Media, I take pleasure in transmitting to you herewith the results of the study in which we have been engaged for the past several months.

In our deliberations we have kept constantly before us your charge to the Committee "to bring about a more balanced representation of our ethnic makeup in the mass communications industry and to provide the means for a greater public awareness of the problems of our inner cities and our social structure."

As Chairman of the Committee, I should like to express my gratitude to those who served as chairmen of subcommittees, and to all members of the Committee for their unfailing cooperation and the splendid contributions they made during the course of the study.

May I also convey to you my appreciation for the opportunity to undertake the study and to present our findings to you. The Committee hopes you will find our recommendations practical and useful as a basis for implementing the objectives which you hope to achieve.

Sincerely,

Sam

Samuel B. Gould
Chairman of Committee

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION

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A Nation of Nations

1

"Let us not speak of darker days, let us rather speak of sterner days. These are not dark days, these are great days."

— Winston Churchill

THE UNITED STATES from its inception has been a melting pot — a "nation of nations," in the words of Walt Whitman; "a nation of immigrants," in the more recent terminology of John F. Kennedy. From this diversity has come its strength: its energy, its drive, its adaptability, its tolerance. But within this diversity also has rested a challenge; to remind each new generation of the historic roots of our national character and to guide it in grafting onto these roots a superstructure compatible with our diverse origins. Much of the responsibility for meeting this challenge necessarily devolves on our communications media, for it is they who are the primary day-to-day interpreters of society to itself. At times of social stress in particular, the media's role can be crucial.

The nation now is in the midst of such a period of social stress, and many of its most severe strains are being felt in New York State. Here, historically, has been a center of America's great social melting pot. Here, today, our population of 18,072,000 includes these ethnic groups:* Jewish (2,520,000); Negro (1,738,000); Puerto Rican and other Spanish-speaking peoples (841,000); American Indian (16,500); and Oriental (51,600).

How accurately do the communications media of New York State reflect this diversity?

In many ways, certainly, the media of our state are the most cosmopolitan in the nation. One might expect this, in view of the state's size, the ethnic diversity of its population, its tradition of tolerance and liberality, and the status of New York City as a world political, cultural, and economic capital. Here, for example, in addition to the complex of publishing and broadcasting enterprises

* 1967 Estimates.

that make the state the general media capital of the nation, one finds a panoply of specialized media which includes the largest Negro weekly newspaper in the nation, two daily and six weekly Spanish-language newspapers, and miscellaneous other print and broadcast media.

Yet more and more, with the evolution of our modern urban society — and with such powerful institutions as the modern mass media — it has become apparent that relatively large ethnic components of the American populace have not been adequately represented in and portrayed by our media. There are various opinions as to the degree of imbalance and its implications. In one relatively harsh view, for example, the recent *Report of the National Advisory Commission on Civil Disorders* stated in part (Chapter 15: The News Media and the Disorders):

"Disorders are only one aspect of the dilemmas and difficulties of race relations in America. In defining, explaining, and reporting this broader, more complex and ultimately far more fundamental subject, the communications media, ironically, have failed to communicate.

"They have not communicated to the majority of their audience — which is white — a sense of the degradation, misery, and hopelessness of living in the ghetto. They have not communicated to whites a feeling of the difficulties and frustrations of being a Negro in the United States. They have not shown understanding or appreciation of — and thus have not communicated — a sense of Negro culture, thought, or history.

"Equally important, most newspaper articles and most television programming ignore the fact that an appreciable part of their audience is black. The world that television and newspapers offer to their black audience is almost totally white, in both appearance and attitude. . . . Far too often, the press acts and talks about Negroes as if Negroes do not read the newspapers or watch television, give birth, marry, die, and go to PTA meetings. Some newspapers and stations are beginning to make efforts to fill this void, but they have still a long way to go."

One need not agree totally with the tone and content of the Kerner Commission's analysis to conclude that significant shortcomings in media coverage of minority groups exist and require prompt corrective action, in the self-interest of both the media and our society as a whole. If the media are to survive as healthy institutions in a free society, they must have the respect, trust, and goodwill of all the principal components of our society. And American society, if it is to survive and thrive in the demanding years ahead, must be one society — indeed, as is apparent to every thinking

individual, this is its only hope for survival. It is as true today as in an earlier time of profound national testing that, "A house divided against itself cannot stand."

"A society or a nation is more than just a lot of people," John W. Gardner has observed. "A lot of people are a crowd. To merit the term *society* or *nation* they have to have some shared attitudes and beliefs, and a shared allegiance. . . . We know that many are willing to die for their country. They also have to care enough to live for it. Enough to live less comfortably than one might in order to serve it. Enough to forego the joys of hating someone else. Enough to seek workable solutions on which all can agree. Enough to make our cherished common purposes prevail."

This is the challenge to the news media of this state and this nation — to accept the burden of leadership that only they can fulfill in helping turn our society and its institutions into the paths we must take.

New York's Media Employment Situation

2

THE NUMBER of minority-group staff members in the news media can only be estimated. According to the Kerner Commission, "Fewer than 5 per cent of the people employed by the news business in editorial jobs in the U. S. today are Negroes. Fewer than 1 per cent of editors and supervisors are Negroes, and most of them work for Negro-owned organizations." A joint survey by the Anti-Defamation League of B'nai B'rith and the *Columbia Journalism Review* last fall showed that 388 newspapers, magazines, and radio-TV broadcasters in a fifty-state sampling employ 1,743 Negroes, or 4.2 per cent of their staffs — but these figures, as the survey noted, include white-collar workers in other than editorial positions, including advertising, business, and promotion.

"Twenty years ago, there were fifteen Negro news editorial workers on American daily newspaper staffs," according to Dr. Armistead S. Pride, Chairman of the Lincoln University Department of Journalism in Jefferson City, Missouri, and a leading authority on the Negro press and Negroes in journalism. "The numbers have

increased ever since, and by the time the 1964 Civil Rights Act was two years old, had grown to 140. Today there are about 175 black men and women working in key editorial positions on daily staffs as reporters, photographers, copyreaders, and feature writers; at least thirty-seven of them in the South alone. . . . Television and radio, which cannot match even the low figures of newspapers, have begun to boost their Negro employee numbers and to correct the bad image. . . . One salient truth is that prior to 1965 there were few attempts to recruit black students for journalism beyond the yeoman efforts of a few newspapers, the constant prods of Lincoln University Department of Journalism, and the fervent promptings of the Newspaper Guild. . . . " *(Quill,* Nov., 1968).

Available data on employment of nonwhites in all departments of media enterprises is little more encouraging. Within New York State, an analysis of employment reports submitted by the three major New York City dailies at the request of the State Division of Human Rights reveals that of 12,429 employees, only 465 — 3.7 per cent — are Negroes, and 314 — 2.5 per cent — are of Puerto Rican or other Latin American background; and that of all white-collar workers only 3.9 per cent are Negroes and only 1.6 per cent are Spanish-speaking or Spanish surnamed.

An informal survey of upstate daily newspaper editors indicates that most newspapers have at one time or another hired one or more Negro reporters, but they usually have been lost to big-city newspapers, and there now are virtually no Negro or Puerto Rican reporters or editors employed in news and editorial departments.

Magazines and broadcasting present much the same picture. In broadcasting, for example, data of the U. S. Equal Employment Opportunity Commission covering companies with fifty or more employees — which in New York State includes twenty-seven firms — shows that Negroes comprise 5 per cent of all employees and 4 per cent of all white-collar workers; most are employed by the three major networks (632 Negroes, or 85 per cent of all employed in the industry); six companies (three upstate, three downstate) employ no Negroes; no Spanish-Americans, Asians, or American Indians are employed by any upstate company.

A more detailed analysis for New York City alone, derived from survey information obtained by the New York City Commission on Human Rights in 1967 shows: Negroes comprise 6 per cent of the total employment in the broadcasting industry in New York City (11 per cent at radio stations; 6 and 5 per cent, respectively, for independent television stations and the TV networks); Puerto Ricans represent only 1.5 per cent of the TV-radio workforce.

Despite a relatively recent flurry of activity in recruitment and training, all available data indicates that few substantial inroads have been made in increasing minority-group representation in the news media. In part this conclusion may stem from the lack of comprehensive statistics, but the very scarcity of figures on jobs obtained strongly suggests that progress has been painfully slow. The very low number of complaints filed with the State Division of Human Rights — averaging less than ten a year for the entire newspaper-magazine — radio-television complex within New York State — is attributed by the Division to a depressed level of employment activity involving the minority-group work force. Fewer than a half dozen complaints have involved editorial positions, and employers have been exonerated in most complaint cases — which indicates that the solution to the problem does not lie in the mechanism of the individual complaint.

Very few problems in this field are susceptible to easy solution. But, as we shall indicate, we believe that there are solutions toward which we can begin to make progress now — and, in fact, in some instances some progress already is being made.

In the following four sections, we examine in greater detail the components of the problem and make specific recommendations. In essence, these stem from subcommittee investigations and deliberations, organized under these subtopics:

Recruitment and Placement

Education and Training

Management Employment Commitment

Orientation of Media Associations

Recruitment and Placement

3

IN GENERAL, we must report in all candor that we find a widespread lack of interest among minority-group high school students in a future in the communications media. Any interest in this direction is usually channeled into advertising or public relations. This lack of interest extends to high school editors, relatively few of whom now go on to a career in journalism. Comparatively low salaries, measured against those in other fields requiring comparable preparation, serve to discourage potential entrants. Moreover, there are indications — reinforced by the Kerner report — that an antagonistic attitude toward newspapers exists in sectors of the nonwhite community, in which newspapers tend to be viewed by some persons as an integral feature of what they commonly refer to as the white power structure. Such attitudes may deflect talented nonwhite youth from careers in publishing and broadcasting. Then, too, nonwhite high school students frequently are disadvantaged by lack of adequate training in the fundamental skills of oral and written English, with the result that many are unable to compete successfully for positions on the staffs of student papers, and, later, in entry-level news media positions.

A number of editors and publishers in upstate New York say that they are willing to lower hiring standards and to train anyone who shows promise, including college or high school dropouts. In Rochester, in fact, one newspaper is utilizing the entry-level position of editorial clerk to introduce young people to the field. After a period of covering routine police blotter items, these trainees are introduced to more demanding city-room work. But in general upstate New York recruitment of minority-group persons has been severely handicapped by their attraction to large-city newspapers. One newspaper in a larger upstate city reached out to seventeen journalism schools, offering full-time positions for graduates, internships for juniors and sophomores, and copyboy jobs for the summer without receiving a single response. Recruitment through public and private employment agencies has met with virtually no

success. Similarly, the ethnic and denominational newspapers report that schools of journalism and employment agencies are not fruitful sources for recruitment.

In the magazine field, in the first half of 1968 publishers hired more than 500 Negroes and Puerto Ricans at all levels, including permanent appointments, trainees, student interns, and summer workers; and last June the Magazine Publishers Association issued a statement urging the hiring of more employees from minority groups and particularly the training of presently unqualified persons for positions in the magazine field. The American Society of Magazine Editors now conducts a ten-week summer internship program which has been expanded to include five Negroes. The ASME has received from the Magazine Publishers Association a grant of $10,000 to encourage minority-group personnel to prepare for work in the media field.

Time, Inc. has hired an assistant personnel director to establish a recruiting program for finding qualified Negroes. The program has included visits to both Negro and white colleges, offering editorial and managerial positions in New York City to Negro graduates, a national scholarship program, a secretarial training program in conjunction with the Urban League, support for journalism students at Hampton Institute and the Columbia University Graduate School of Journalism, career conferences at the high school level, and the placement of minority-group youth in summer jobs formerly filled with relatives of the executive staff.

Another magazine has initiated an employee referral award program with cash bonuses for referring minority-group candidates. Minority-group employees served as recruiters in high schools and colleges. This magazine staff also has conferred with college placement counselors on referring of minority applicants. A third magazine, recruiting on the campus for its summer training program, turned down a number of whites who in some instances were better qualified than the accepted Negro candidates.

In broadcasting, the major networks now have recruitment programs specifically directed to increasing the number of minority-group employees. During the summer NBC appointed a personnel administrator to supervise minority-group recruiting at its news headquarters and at twelve stations across the country. CBS also has appointed a staff person to concentrate on this objective, and ABC recently launched a special training-recruitment program. Both Westinghouse Broadcasting (Group W) and Metromedia have been active in recruiting minority-group persons for summer positions. The plan is to train further those who have demonstrated interest and aptitude in the news aspect of broadcasting.

In the wire services, neither the Associated Press nor United Press International has an established recruitment program directed to minority groups. Bureau chiefs and managers have been instructed to hire competent minority-group applicants whenever possible. In response to the Anti-Defamation League *Columbia Journalism Review* survey, UPI reported that fifteen of 1,700 news employees are nonwhite; AP replied, "The Associated Press does not care to participate in your survey."

The Committee was unable to discover any liaison arrangements between predominantly Negro universities or colleges and schools of journalism in major universities.

This, among other points, also has become a concern of an Ad Hoc Committee on Minority Education appointed last year by the Association for Education in Journalism. The committee, of which Dr. Lionel C. Barrow, Jr., of Foote, Cone, and Belting in New York City, is chairman, has recommended initially to AEJ member schools that: (1) they adopt a goal of 500 minority-group scholarships for the 1969-70 academic year, with each AEJ member school pledging its fair share; (2) they "establish liaison with one or more black colleges and with junior or community colleges to help them establish communications courses on their own campuses by providing faculty and other support"; (3) they obtain pledges from local media that "they will in fact provide jobs for minority-group members and that the media establish some form of internship, summer, or after-school training program for minority-group members"; and (4) all member schools "incorporate material on the role of minority groups in America and on the portrayal of that role by the media into existing or new courses."

Several new newspaper recruitment and training programs may serve as models elsewhere. In one, *The New York Times* has received a $34,000 federal grant to train ten hard-core jobless youths as copyboys. In another, the *Manhattan Tribune,* weekly newspaper which began publication last November to serve Manhattan's West Side, has a foundation grant for a training school for Negro and Puerto Rican editors and reporters.

It is important to remember, too, that media management which is genuinely serious about recruiting nonwhite editorial staff members will be ingenious enough to look outside normal recruitment channels. For instance, when Columbia University was screening candidates for a special eight-week broadcast training course financed by the Ford Foundation for Negroes and Puerto Ricans last Summer, its final selections included:

- A New York City elementary school teacher, who upon completion of her course became a WCBS-TV news staff member.

- A federal agency claims authorizer, who also was placed on the WCBS-TV news staff.
- A mailroom supervisor, who was placed on WNDT's *Newsfront* staff as a production assistant and beginning writer.
- A salesman, now a reporter for KING, Seattle.
- A mail clerk, now a reporter for WTIC radio and TV, Hartford.
- A newspaper promotion writer, now a reporter for WIP, Philadelphia.

Station WRGB in Schenectady recruited TV newscaster Carmen Holliman by contacting a St. Louis radio station which has just discontinued an all-news format and had released several newscasters, including Miss Holliman — who was found working part-time in a drugstore. WABC-TV, when seeking an associate producer for its weekly show *Like It Is,* selected, Richard Mason, a former Lower East Side gang member who had graduated from the Mobilization for Youth Cultural Arts Program and was a free-lance actor. WRC-TV, Washington, D. C., when assembling a new team of Negro reporters to cover ghetto problems in Washington, recruited one member from a federal agency a few blocks from its studios.

Among other recent developments, the New York Urban Coalition has formed a Communications Committee of media executives and community leaders to evaluate and implement projects relating to the hiring, training and upgrading of Negroes and Puerto Ricans as newsmen. As one major project, the Coalition this winter is establishing in its New York Office* a journalism "skills bank" and placement assistance agency for minority-group editorial personnel. Drawing on a nationwide canvass, the agency will provide the media of metropolitan New York City with an extensive listing of minority group editorial talent, including students soon to be available for media careers. The agency also will help each candidate evaluate his talent and, with the aid of a volunteer media committee, will counsel him on such further training and experience as may be required to prepare for the career opportunities of his choice.

In a more specialized realm, the Broadcast Skills Bank, initiated and sponsored by Group W and the three networks in collaboration with the National Urban League, now serves the broadcasting industry with Broadcast Skills Bank in fourteen major centers. The Professional Placement Center of the New York State Employment

* Lincoln Building, 60 East 42nd Street, New York, N. Y.

Service, it also should be noted, contains a specialized service covering professional positions in advertising, publishing, public relations, market research, and radio and television. Most counseling and placement activity relates to advertising and publishing personnel, with less emphasis on newspapers, radio, and television. And the American Newspaper Guild has created at its headquarters in Washington, D. C. a Human Rights Department which maintains a file on non-white candidates for newspaper positions, acts as liaison between job-seeker and employer, advocates apprentice and in-service training for minority-group personnel, and encourages the newspaper industry to hire on a bias-free basis. The New York Newspaper Guild has issued an invitation to the Urban League to refer qualified candidates, whom the Guild will endeavor to place.

On the whole, however, existing programs for recruiting and training minority-group persons for the news media, while laudable, are minimal. Moreover, while any long-range solution for fully involving America's minorities in communications must be focused on the younger generation, from the record it appears that the small number of minority-group students now entering journalism through educational institutions will seriously limit the impact of any placement center established solely to refer trained applicants. Nonwhite graduates of schools of journalism now have no difficulty in obtaining suitable positions. The fundamental long-range problem in recruitment, therefore, seems to us to lie in the widespread paucity of interest among young people in all but the most glamorous aspects of the communications industry.

RECOMMENDATIONS:

1. Special recruitment materials and programs

Because of the necessity of interesting large numbers of nonwhite youths in communications careers if long-term news media recruitment needs are to be met, publishing and broadcasting companies must find new approaches to convincing minority-group students that the media represent one of the most essential, challenging, productive, and rewarding career possibilities open to them.

Our first recommendation, therefore, is that media companies and associations, alone or acting together, undertake special recruitment efforts aimed at minority-group youths throughout the state, including:

(a) Production of recruiting-training films to show the sequence of events involved in creating a daily newspaper, TV newscast, or radio news program.

(b) Development of printed materials in the form of information kits describing specific occupations for distribution at high school and junior high school levels.

(c) Establishment of a special program with appropriate printed materials directed to high school guidance counselors for the purpose of emphasizing career opportunities in the mass media.

(d) Establishment of a speakers bureau which will provide professional minority-group newspapermen and broadcasters for recruiting presentations which would include their own careers as models.

2. School of Communications Art

In New York City, in particular, a dramatic gesture affecting training and recruitment for the media could have enormous impact on attitudes about the media and media careers among both whites and nonwhites.

Our second recommendation, therefore, is that the City of New York establish a High School of the Communication Arts, not only for the training which the institution would provide but also to stand as a viable symbol to the entire community of the importance of the communications industry.

3. Special Language Skills Instruction

Deficiencies in instruction in language and writing skills have disadvantaged from the beginning many minority-group students who might aspire to various white-collar careers, including careers in the media. The obstacles this situation imposes to media recruitment and placement of youths so handicapped are self-evident.

Our third recommendation, therefore, is that the schools of New York State develop special instruction in language skills to support the aspirations of minority-group students who otherwise would be eliminated from opportunities in courses and extracurricular activities which lead to careers in the mass media.

4. Intern and Summer Job Programs

The value of summer-job and internship programs in introducing young people to media careers is becoming increasingly evident, as discussed later in Committee comments on Education and Training. But more such opportunities are needed, particularly for minority-group youths.

Our fourth recommendation, therefore, is that public school systems, colleges and universities, the media, and foundations cooperate to expand summer employment and internship programs in the media for both high school- and college-age minority-group young people, since these opportunities offer concrete experience while solving a perennial problem for the student — a summer job.

5. Community Colleges

Opportunities for journalism study in community colleges are relatively scarce, yet it is in these institutions that many young minority-group students find it most feasible to enroll. This enrollment trend may be even more pronounced in the near future.

Our fifth recommendation, therefore, is that the faculty and administrations of community colleges act immediately to expand the number of courses their institutions offer in journalism.

6. Scholarship aid

Though new scholarship opportunities recently have been made available to nonwhites interested in media careers, the total of committed funds available for scholarships does not begin to approximate the sums that could be fruitfully expended in support of formal training for jobs in the mass media.

Our sixth recommendation, therefore, is that the number of scholarships in support of minority-group journalism students be multiplied, as discussed in detail later in this report.

7. State Placement Service Assistance

Journalistic "skill banks" and placement assistance agencies, if operated on a professional basis, can be valuable recruitment aids, and such activity on the nongovernmental level is to be encouraged. At the same time, a certain unique potential inherent in the New York State Employment Service should not be ignored — potential growing out of both its geographical coverage and the variety of vocational inquiries it is equipped to process.

Our seventh recommendation, therefore, is that the State of New York expand the services of the Professional Placement Office of the New York State Employment Service to include not only vacancy listings and referral service for the publishing-broadcasting industry but also to create a program to recruit candidates who would not normally view themselves as applying through a professional office, although they exhibit sufficient promise to be given an opportunity for further development.

Education and Training

4

SINCE GREATLY INCREASED minority-group participation in journalism is vital to society and to the media themselves, it follows that education-training programs among such groups are indispensable. This becomes all the more true as journalism gains increasing recognition as a field requiring special preparation.

In the long view, not only highly professional training and education are required. Also important are modest activities that arouse the interest of the young, give them an early taste of the work, and, in many cases, provide the intense motivation that is needed.

RECOMMENDATIONS:

1. Media Internships and Summer Programs

Because of the nature and traditions of the news media, on-the-job training usually has been regarded as indispensable to attaining career "marketability." Yet, especially in large media organizations, such training usually has been available only to persons who have satisfied normal screening standards for full-time employment and have been placed on media payrolls accordingly. Particularly in the case of minority groups, this practice has proved detrimental both in recruitment — as noted earlier in this report — and in training.

Several existing programs demonstrate that media internship arrangements can be both feasible and productive. *Newsweek* magazine, for example, each year recruits nine upperclassmen from colleges for summer editorial employment in its domestic bureaus. Last summer seven of the nine were nonwhites, and of these, *Newsweek* editor estimates, at least five have shown sufficient promise to merit possible later full-time employment by the magazine. Among similar projects, *Newsday* last year employed four nonwhite editorial "interns" for the summer. And Columbia University's Graduate School of Journalism, with Ford Foundation support, sponsored a summer eight-week advanced-training broadcast workshop-internship program for twenty Negro and Puerto Rican journalists. Tuition, room, board, and stipend and family allowances were provided. On completion of the course, participants were employed in editorial

jobs by such organizations as WCBS-TV, ABC News, and WNDT in New York City; WTIC, Hartford; KQED, San Francisco; WIP, Philadelphia; and KING, Seattle, Washington.

In our view, a two- or three-week orientation seminar at one or more colleges in the state, staffed with competent professionals from the news media, also might profitably be tried in the near future. And yet another, less intensive but nonetheless helpful educational experience might be modeled on the National Press Photographers Association's "Flying Short Course," in which a group of top-ranking professionals travel to a succession of selected sites to lead lectures and demonstrations in one-day and week-end sessions.

Our first recommendation, therefore, is that the management of individual media and of their media associations immediately begin planning an expanded program of part-time internships and summer on-the-job training programs for minority-group students, and where necessary arrange for financial aid, which some individual media organizations may require, through media associations or foundations.

2. Radio-TV Stations and Networks

New York State is unusually fortunate in the quality and quantity of commercial, noncommercial, and instructional radio-TV facilities serving its populace. Several noteworthy experiments bearing on minority groups' relationship to the media already have been undertaken by some of these broadcast media. A number of even more dramatic proposals are under consideration.

The ABC radio network, for instance, has tried to establish a Negro news and public affairs service that could help enhance the programming quality of some 200 Negro-market radio stations throughout the country. At this writing the effort has been unsuccessful, in large part because managers of the stations — the overwhelming proportion of whom are white — have been unwilling to disturb the present high-revenue ratio of existing local spot-announcement and recorded music programming.

In Rochester, the University of Rochester and the Rochester Urban League have announced plans to allocate UHF channel 61, one of three UHF channels assigned to Rochester, to Negro community ownership and management for service to the city's non-white community.

In Buffalo, WBFO-FM, the State University of New York at Buffalo station, carries on a regular schedule of Negro-oriented programming; and the station's general manager has proposed expanding this service by forming a "satellite" broadcast operation staffed entirely by Negroes and Puerto Ricans.

Station WNDT (channel 13), New York City, now is a center for a regional noncommercial network serving the entire Northeastern United States. In conversations with its president, Committee members have been assured that, given financial aid from a foundation or other outside group, a training component easily could be added to its present operations. Surely an experiment in televised journalism instruction — which would benefit whites as well as nonwhites — could be tried. Obviously, the potential of existing noncommercial broadcasting facilities in this field has been only slightly realized.

Our second recommendation, therefore, is that the administration and staffs of all publicly licensed broadcast enterprises in the state immediately hold individual and joint meetings to plan new ways in which their facilities might be used to help serve minority-group communities — including assisting education and training for news media careers — and then present programs to the Urban Coalition and similar groups for funding assistance if needed.

3. Scholarships and Fellowships

In recognition of prevailing needs, a number of scholarships and fellowship opportunities for minority-group journalism candidates or working practitioners have been created recently. While commending the donors and others associated with these programs, the Committee feels constrained to reiterate the Recruitment and Placement Section's point that much more such effort is required and, based on the population and financial resources of New York State and the media within its borders, is within the means of this state's citizenry.

Because of the acute financial situations of all institutions of higher education in the state, our third recommendation, therefore, is that the New York legislature, New York-based foundations and other non-profit institutions, various corporations operating with New York State, the media and media associations, and various charitable and community and civic organizations conscientiously review their resources and budgets with a view to providing increased financial aid to underprivileged citizens of New York State who seek college and university training, specifically including training for the news media. Grants for junior colleges, as well as more comprehensive institutions, should be included. It should be remembered, moreover, that in most instances minority-group students, because of disadvantaged economic background, may require greater air increments, both for tuition and for living expenses, than the majority of students from the majority community. Hence, while a modest grant may be an adequate incentive to a white middle-class

child whose parents already are expecting to help him through college, only grants on a much larger scale may be realistic for a sizable proportion of nonwhites.

4. High School Newspaper Support

Student newspapers long have been recognized as useful stimulants to youngsters with journalistic potential. Indeed, there are comparatively few working journalists who have not at one time or another served on student newspaper staffs. Yet experienced supervision has been lacking, and in the past too few minority-group students have been drawn into publications activities. Investigation by members of this Committee into the extent of experienced student-newspaper advisory help available in New York State high schools with large nonwhite enrollments, for instance, revealed that it rarely compares with the supervision available in most other high schools; and in a survey of 346 high schools in New York State having a twelfth grade and enrolling 1,000 or more students, it was found that nearly a dozen of these schools — many of them with large minority-group enrollments — have no frequently published student newspaper at all. And, some publish only three or four times during a school year.

Our fourth recommendation, therefore, is that local school administrations assure that every high school in the state with a substantial minority-group enrollment is able regularly to publish a school newspaper. Administrations should take the lead in enlisting the aid of media, media associations, college and university journalism teachers and departments, community organizations and human relations groups, foundations, and individual journalists in New York State to assure that volunteer professional supervision and monetary resources are available. Faculty advisers and student staff members of all existing high school newspapers, moreover, must make a special effort to assure that minority-group students are recruited for and given meaningful training opportunities on high school publications. Media organizations should consider "adopting" student newspapers in predominately minority-group high schools.

5. Neighborhood Workshops

Because journalism and writing, more than most other vocations, at some point require individual instruction, criticism, and small-group dialogue, the independent workshop method of training can be notably fruitful, at least for beginning and certain intermediate phases of instruction. It is local, can be comparatively easy to staff, and offers the flexibility of detachment from a campus setting which makes it unusually practical for neighborhoods where

a center of more formal post-secondary-school instructions is not available, or for any reason might seem inhibiting to minority-group young people. Several workshops appear to have been particularly productive.

The Watts Writers Workshop in Los Angeles probably is the most famous. Founded by writer Budd Schulberg in mid-1965, it has offered instruction by volunteers in both nonfiction and fiction writing, including drama, and now is part of a network of workshops, operated by the Douglass House Foundation, in Los Angeles, Altadena, Long Beach, and San Bernardino, California, and elsewhere.

In Harlem, a publications workshop in connection with the New York Urban League's Street Academy youth program has resulted in publication of the monthly tabloid, *Forty Acres and a Mule,* which is sold in Harlem, Brownsville, Bedford-Stuyvesant, South Jamaica, and in several suburbs.

Also in Harlem, a Haryou-Act workshop for junior high and high school students brought about the founding of a literary magazine, *What's Happening.* Teachers College of Columbia University provides office space. More than 150 students throughout the country have written for the magazine; sixty-five have served in regular staff positions. Five staff members have been employed by the Community Resource Center of East Harlem to assist in teaching journalism to elementary school students; eight of last year's nine senior staff members of the magazine have gone on to college.

In East Harlem, workshops in journalism, art, and photography are part of the program of the Community Resource Center, operated by the Horace Mann-Lincoln Institute of Teachers College of Columbia University, under a Ford Foundation grant. One publication of the center, *The Young Voice of East Harlem,* is staffed by high school students from several New York City boroughs.

In Albany, the youth group The Brothers last summer began a photo-journalism workshop, with equipment provided by a $3,000 grant from Urban Resources and volunteer instruction offered by a staff member of the campus photography service of the State University of New York at Albany.

Other examples of productive workshops also exist.

Our fifth recommendation, therefore, is that news media management and staff members, along with media associations, undertake sponsorship of an expanded program of neighborhood journalism workshops, in cooperation with high schools and neighborhood organizations of minority-group communities, the Urban League, and other appropriate groups, with a view to helping discover, train, and counsel young people with an aptitude for careers in the news media. A listing of these pro-

grams and their needs, along with a registry of professional volunteer help available, should be maintained by the New York Urban Coalition and similar organizations upstate.

6. Community newspapers

For various social and economic reasons, few minority-group neighborhoods have the type of neighborhood newspapers which serve many high-density middle-class white communities. Such publications, like small-town and suburban weeklies, not only can serve as important glue for community pride and spirit, but also provide elementary on-the-job training for beginning editors, reporters, photographers, and others. These concerns have underlain such experiments as the *Manhattan Tribune,* which began publication last fall with a training school supported by a Ford Foundation grant as part of its operation.

Our sixth recommendation, therefore, is that the Urban Coalition, working with corporations and foundations in New York State, establish a program of volunteer professional management and editorial counseling, backed by a revolving fund of financial assistance, to help initiate more community newspapers — if only on a modest scale with less frequency than weekly publication — in minority-group neighborhoods within the state.

7. Urban News Service

In New York City, and perhaps several other metropolitan areas in the state, there is a historically formidable "information gap" which for the immediate future, at least, seems beyond the capacities of any existing individual media organization to bridge. A new type of service, however, might well help close this gap.

The Southern Education Reporting Service offers an example of the efficacy, in terms of productivity of information in this field, of the specialized approach to coverage of race relations subjects in a given geographical area. Its reports on progress — and lack of progress — in school integration have come to be relied upon by a wide array of editors, editorial writers, and others. The City News Bureau in Chicago — and earlier in New York — offers an example of management and financing practicality on a local basis.

The potential for an Urban News Service staffed with personnel of all races and ethnic backgrounds and oriented toward news of the Negro and Puerto Rican communities in New York City alone seems enormous. Through it, for example, human interest material and other features now unborn could be brought to life for media consideration; news sources it would cultivate could serve as a sup-

plement to the existing newsgathering facilities of major media on spot-news and community-problem stories of continuing interest. If well organized the service could cover objectively subjects ranging from the specifics of successful and unsuccessful efforts to introduce nonwhites into certain trade unions to broad reports on mood changes within black and Puerto Rican communities. In addition, the organization, if headed by experienced newsmen, could serve as an important recruiting, screening, and training agency for talented nonwhites. If the service demonstrated its reliability, it is likely that a number of media would come to rely upon it. Others, at least, would come to use it as a "tip" service for stories to be followed up and developed by their own staffs. It would serve broadcast as well as print media.

Our seventh recommendation, therefore, is that representatives of the New York Urban Coalition, one or more foundations, interested media, journalism-school staff members, and other appropriate parties meet to plan establishment of an Urban News Service in New York City on a short-term pilot-project scale, if necessary, drawing on the combined expertise (including temporary "loan" of key personnel if needed) of media management and minority-group community leaders to attempt a needed breakthrough in content of minority-group broadcast and print coverage and community confidence in it.

8. Journalism School Curricula

Many journalism schools and departments in recent years have endeavored to broaden curricula to encompass greater orientation and experience in the basic issues of our day. A few have included urban affairs and race relations, and Syracuse University's School of Journalism has pioneered courses in the ethnic press.

Our eighth recommendation, therefore, is that all journalism schools and departments which have courses dealing with major issues promptly incorporate in these courses segments on urban affairs and problems. Institutions dealing with journalistic specialties, particularly at the graduate level, are urged to consider offering one or more courses in reporting of urban affairs and racial problems. In the years ahead this field will clearly grow in importance and will require at least as much special knowledge, perception, and talent as do such current specialties as science writing, medical writing, education reporting, and financial writing. Such a course should draw upon sociology, social psychology, and history, among other disciplines, and utilize guest lecturers from these fields. Enrollment in such courses should be small, and every effort should be made to have white and nonwhite students participate jointly in seminars.

In addition, wherever feasible, nonwhite instructors should be added to journalism staffs, on a part-time basis if none are available for full-time faculty status.

9. Minority-Group Media Aid

Small and medium-size publishing and broadcast enterprises traditionally are, in part, editorial training and recruitment bases for larger enterprises. This has been especially true in the case of the nation's ethnic press and broadcasting stations, which have recruited and trained most American minority-group journalists and still employ most of them. At the same time, the ethnic media tend to have limited audience and advertising-revenue bases — factors which inhibit the amount of training activity in which they can engage and still survive. While it is inevitable that the general media will look to the ethnic press and broadcasting stations for recruits, it is in nobody's interest that the ethnic media be drained of already-scarce editorial talent without assurance that replacement talent can and will be found as long as there is audience demand for ethnic media.

Our ninth recommendation, therefore, is that the media, media associations, foundations, and groups with interest in and concern about the problems dealt with in this report provide appropriate management-advisory and technical assistance to ethnic media which request such assistance in order to expand and enrich their recruitment and training of minority-group journalists.

Management Employment Commitment

5

IN A SENSE, much of the Governor's Committee report properly could be placed under the above heading. Ultimately it is in media management offices that much of the hope for progress in this field lies. On the assumption that many of the interrelationships between this subtopic and others in the Committee report are self-evident, however, we restrict ourselves to four basic points.

RECOMMENDATIONS:

1. Accepting Personal Responsibility

In most enterprises, it is axiomatic that "no important activity is initiated or can be sustained without the active support of top management." Certainly experience has shown this to be true regarding employment of minority-group personnel in the news media. Where top management has made a commitment to move the organization forward in this field, forward movement has occurred. Where top management has been passive there has been little progress.

Our first recommendation, therefore, is that those occupying key managerial positions in the news media and of larger corporations of which individual media are a part should accept personal responsibility for enhancing the media's understanding of race relations problems and its relationship to them, and for initiating or revising their organization's policies and procedures which bear on minority-group representation in the media's operations.

2. Indispensability of Follow-Through

The overall atmosphere of a media organization must be conducive to implementation of top management's intent in this field. Even among staff members where the best intentions may be assumed, ill will or misunderstanding easily can escalate into serious problems without enlightened planning and attention to subtle difficulties.

Good-management practices of follow-through and mutually open discussions to secure active cooperation at lower echelons are, therefore, essential to success. The advantages of multi-racial staff representation, both to the media and the

community at large, must be made clear. Possible disappointments such as the sudden loss of especially talented nonwhites to other media or a seeming slowness of development of mutual trust and all-purpose competence, must be faced with candor. Whipsawing of supervisors between demands for "production" and, at the same time, compensatory investment of time and resources to phase in newcomers, cannot be allowed.

3. Cooperative Efforts

The need to go beyond individual organization resources to quickly achieve the magnitude of change required in both the media's and our society's self-interest must be recognized.

Any meaningful commitment, therefore, must include a commitment to join with other organizations in cooperative efforts to bring about the change which is in all the media's self-interest. A number of suggestions for such cooperative action are offered elsewhere in the Governor's Committee report. Specifically, they include active support — in money and talent — of programs of such organizations as publisher, broadcaster, and secondary — and college-level educators' associations; the Urban Coalition; the Urban League; Negro colleges; ad hoc workshops and training programs; etc.

4. Willingness to Redefine "Qualified"

Findings elsewhere in this report detail why existing education, training, recruitment, and placement procedures have not provided a flow of nonwhite talent into news media.

Our fourth recommendation, therefore, is that management act on the fact that a meaningful commitment to increase nonwhite editorial representation in the media involves more than merely an expressed willingness to employ "qualified" nonwhite prospects who may present themselves for employment. On the whole, news media managers already have voiced willingness to accept nonwhite candidates who meet "normal qualifications." What is required for breakthroughs on any significant scale is at least a short-run willingness to meet special circumstances with special actions. These should include special initiatives in recruitment; adaptation of traditional employment criteria to allow hiring of a certain proportion of promising nonwhite candidates who may not immediately meet "normal qualifications"; authorization of special on-the-job training, etc.

While certain factors which might affect management decisions in this field are unknown, we believe that enough experience is now on record so that probabilities, at least, are known. In our opinion, media management must not delay in acting on these probabilities. Only if management at all levels is genuinely committed to progress in recruiting, training, and promoting minority-group members in the news media, and acts on its commitment realistically, can appreciable progress in this vital area be made.

Orientation of Media Association

6

AS ALEXIS DE TOCQUEVILLE observed more than a century and a quarter ago, one of the unique strengths of American society is its inner structure of voluntary associations. New York State, as a national as well as a regional and local media center, has an especially noteworthy concentration of such groups relating to the news media — a community of membership associations, guilds, and professional societies* which we believe has great unexploited potential for helping increase representation of minority-groups in the news media. In our contacts with these associations we were gratified to note that, as might be expected, a number of them already are active in this field.

The American Society of Magazine Editors, as noted earlier, conducts a ten-week summer internship program which includes five Negroes, and the Magazine Publishers Association has, through ASME, set aside scholarships for minority-group college seniors with guaranteed placement by ASME after graduation.

The American Newspaper Publishers Association, of which the New York State Publishers Association is a member, has established a special scholarship fund for nonwhite journalism students. More than $200,000 has been contributed in less than a year; the first scholarships were awarded last fall.

The 19,000-member professional journalistic society, Sigma Delta Chi, which has several professional and campus chapters in New York, resolved at its 1968 convention to initiate a special membership recruiting effort among nonwhites, to establish its head-

* In this context, we include: Associated Dailies of New York State; New York State Society of Newspaper Editors; New York State Publishers Association; New York State Associated Press Association; New York State Association of Broadcasters; Public Relations Society of America (New York Chapter); New York Newspaper Guild; Overseas Press Club; Newspaper Reporters Association of New York; New York Financial Writers; Newspaper Women's Club of New York; Women's Press Club of New York; Deadline Club of New York (Sigma Delta Chi, professional journalistic society); New York Chapter, Theta Sigma Phi (professional journalistic sorority); New York Chapter Advertising Club; Society of Magazine Writers; Press Photographers Association of New York; Inner Circle (Political Writers Association); Society of Silurians; New York Local, American Federation of Television and Radio Artists; New York Chapter, Writers Guild of America; National Association of Television and Radio Announcers; New York Scholastic Press Guild; and others too numerous to list.

quarters as a clearing house for information on recruitment and employment programs for nonwhites, and to create a job "marketplace" for nonwhite editorial talent in the advertising pages of *Quill*.

The Society of Magazine Writers, through a Committee on Social Responsibility, is providing lecturers and other staff assistance to a training school for nonwhite journalists which was established in conjunction with the multi-racial weekly, the *Manhattan Tribune*.

The National Association of Television and Radio Announcers is attempting to raise $250,000 for an Institute of Broadcasting Science to train nonwhites for the broadcast and record industries, NATRA also will maintain regular listings of job opportunities for nonwhites.

The American Newspaper Guild, since 1953, has attempted to measure and encourage minority-group employment by carrying out surveys on the subject at newspapers under Guild contract; and in 1962-63, as noted earlier, it established a Human Rights Department to stimulate and coordinate activity in this field — including maintenance of a file of nonwhite candidates for employment, and distribution of an illustrated pamphlet, "Careers for Negroes on Newspapers."*

Since 1965, four unions — the Writers Guild of America, the New York branch of the Screen Actors Guild, the New York local of the American Federation of Television and Radio Artists, and the New York office of the Directors Guild of America — have maintained a Joint Equality Committee to increase minority-group representation in broadcasting. With Ernest Kinoy, president of the Writers Guild of America East, as chairman, the committee, among other activities, has held a joint meeting with personnel executives of networks and local stations in New York City, "to discuss adjustments in any contracts that might present problems — if the adjustments were for a specific limited time, and did in fact produce jobs." As one result, a short-term waiver of regular salary scales was agreed to for certain training situations, and employment with a special on-the-job training component was arranged for twelve nonwhites in news editing or broadcasting positions at such organizations as ABC, WOR, WMCA, WNEW, WPAT, and WJRZ. In addition, a few weeks ago, in cooperation with casting directors of New York advertising agencies a series of special workshops were begun to help prepare minority-group candidates for auditions at which casts for radio-TV commercials are selected.

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* Copies available from New York Newspaper Guild, 133 West 44th Street, New York, N. Y. 10036, or the American Newspaper Guild, 1126 16th Street N.W., Washington, D. C. 20036.

At the 1968 convention of the American Federation of Television and Radio Artists, a resolution was adopted calling on "the Governing Bodies of all AFTRA Locals to set up immediately, and no later than August 15, 1968 . . . communications with employer groups within their jurisdiction to effectuate equal employment opportunities for minority members of their particular Local," and, among other provisions: that "the National Board be empowered to expend a sum of up to $10,000 per year for a period of five years for representation and participation in such a program. And further that a talent pool be established as an integral part of the program." Locals are to report quarterly to the National Board on "what specifically has been done to effectuate this resolution."

This is by no means a complete listing of all media association efforts, but it is indicative of the type of programs which have been tried and can be implemented at the state and local level. In our contacts with various associations throughout the state, moreover, we discovered a willingness within some organizations to try new approaches. We're a statewide workshop session to be held to evolve cooperative programs, for example, representatives of such organizations as the New York State Society of Newspaper Editors, the Society of Magazine Writers, the Deadline Club of New York City, the New York Newspaper Guild, and the New York Chapter of the Public Relations Society of America have volunteered in advance their interest in participating.

RECOMMENDATIONS

1. Media Associations Advisory Committee

In several instances, organizations seeking to further minority-group representation in the media have duplicated the work of other organizations or have been inhibited by the inability to deal with more than a fragment of a problem. At the same time, where cooperative effort has been tried, very often genuine breakthroughs have occurred. One example of this is the Joint Equality Committee program of four unions alluded to above. What none probably could have accomplished alone the four were able to achieve with relative ease, in a spirit of genuine cooperation with media executives.

Our first recommendation, therefore, is that the Governor create a New York State Media Associations Advisory Committee, which would report to his office, to coordinate and help stimulate programs to increase minority-group representation in the news media in this state. The committee should have fifteen members, five from newspaper media associations and groups, five from broadcasting, and five from magazine publishing. At

the same time, we urge that media associations give increased attention to liaison with groups with related interests and orientation, both in the planning and in the execution of programs to bring about progress in minority-group representation in the media.

2. Education-Sensitization Programs

Because of the complexity and magnitude of race relations problems in our society there is great need for all members of media associations to be better informed about the history and contemporary ramifications of these problems, especially in relation to the mass media.

Our second recommendation, therefore, is that all media associations establish special programs to educate members in this general subject area, including panel discussions and talks at regular meetings and annual conventions; tours of minority-group communities; distribution of pertinent reading material on race relations problems (including Negro and Puerto Rican history) through association newsletters or bulletins, or special information mailings of basic background, such as commission reports or paperback books.

3. Policy Statements

Actions stem from expressed will and intent. No spoken guideline has the impact of a written guideline.

Our third recommendation, therefore, is that all media associations in the state draft and ratify firm expressions of policy which make clear to officers and members and the public their commitment to active efforts to foster recruitment, employment, training, and promotion of minority-group employees in all phases of media operations.

4. Service Committees

As noted in this section and elsewhere in the Committee report, there is increasing need for volunteer advisory help in various activities which show promise in fostering minority-group representation in the media. A major problem, however, always is finding ways to unite those needing help with those willing to help.

Our fourth recommendation, therefore, is that a special Service Committee be created by each media association in the state as a vehicle for channeling appropriate efforts to bring the media's combined resources to bear on solutions to problems of minority-group employment.

5. Multi-Racial Association Membership

At a time when responsible members of the press are endeavoring to lead in increasing interracial understanding we find it

an incongruity and a tragedy that within New York State there is not greater nonwhite representation in the membership and policy direction of media associations. To a degree, obviously, this situation is due to the disproportionately low number of nonwhites in media occupations. But in New York City, especially, many nonwhites who hold editorial positions — including those in ethnic-based broadcast or publication enterprises — could qualify for membership in media associations.

Our fifth recommendation, therefore, is that all media organizations initiate special programs to recruit and place in positions of responsibility minority-group individuals who reasonably could be expected to qualify for membership. In instances where individual financial hardship may be an inhibition, special deferred-payment dues arrangements, or a dues-free status of "Exchange Member" with counterpart ethnic-based organizations, might be considered. Where white and ethnic-based media associations of basically like professional interest exist side by side, we strongly urge that they immediately explore merging.

Conclusion

7

IN CONCLUDING this report, we wish to emphasize several points. One of them is the depth of the chasm of misunderstanding that separates the races in this country. It is revealed in attitude surveys about the causes of recent years' riots; in the persistence of various discriminatory practice; in the continuing rhetoric of both white and nonwhite militants; and in voting patterns in a number of constituencies. If the dimensions of this gap in understanding are not growing, neither do they appear to be rapidly declining. This situation in our opinion represents not only one of the great journalistic obligations but also one of the media's great opportunities of all time.

It is vital that young nonwhites be brought into the news media to provide suitable outlets for those with appropriate talents and to provide racial minorities with a sense of participation in all aspects of national life. It is even more important that the news media have available to them staff members with the particular sensitivity and outlook of the perceptive nonwhite.

As should be apparent from our descriptions of the obstacles to be overcome, widespread minority-group representation in the media cannot be attained overnight. One of the most compelling challenges, in fact, is that of maintaining the delicate balance between hopes and realities — achieving steady progress without lapsing into a gradualism that changes little. But good faith, enterprise, and persistence on the part of media management can achieve more rapid progress in this field than is generally surmised.

Although this Report focuses primarily on editorial aspects of the media, we also should remember that little progress can be made in multi-racial editorial staffing without simultaneous attention to the racial composition of other departments, from announcing to control room and advertising time sales; from composing and pressrooms to circulation and advertising staffs; from the most unskilled menial positions to executive suites. No minority group editorial recruitment drive can succeed if a media organization's overall employment and promotion policies are schizophrenic.

Nor can we conclude without a further observation about the ethnic press and broadcasting stations. As we have already noted, most ethnic media are severely handicapped by limited circulation

and advertising bases. Yet they tend to be primary communications channels to minority group communities. While newspapers serving minority group communities are, in the main, owned by nonwhites, the great preponderance of ethnic-appeal broadcast stations are not, and their advertising standards and news and public affairs programming — or lack of it — too seldom reflect community needs. It is at least as imperative that nonwhites have a staff policy-making role in these media as in those serving primarily white audiences — perhaps more so — and we urge that white owners of ethnic media recognize and act on this fact.

Indeed, the growing recognition of the indispensability of such multi-racial staff cooperation in all media was implicit in the Federal Communications Commission's announcement of last July 5 that henceforth discrimination against racial minorities in employment can be grounds for revocation of broadcasting licenses. "A refusal to hire Negroes or persons of any race or religion . . . immediately raises the question of whether [the licensee] is consulting in good faith with Negro community leaders concerning programming to serve the area's needs and interests," the Commission stated. "Indeed, the very fact of discriminatory hiring policies may effectively cut the licensee off from success in such efforts."

Finally, we come to the disposition of this report. Because of the significance of the problems dealt with herein, it is a matter of deep concern to Committee members that this report be thoroughly studied and as many of our recommendations be implemented as soon as possible.

As our final recommendation, therefore, we propose that the Governor appoint a permanent select advisory committee to himself — some of whose members might be drawn from the Media Association Advisory Committee recommended in Section VI — to monitor progress in implementing the recommendations of this report, and that the Advisory Committee report to the Governor at appropriate intervals on progress, needs, and opportunities in this field.

Summary of Recommendations

8

RECRUITING AND PLACEMENT

1. That media companies and associations, alone or acting together, undertake special recruitment efforts aimed at minority-group youths throughout the state, including:

   (a) Production of recruiting-training films to show the sequence of events involved in creating a daily newspaper, TV newscast, or radio news program.

   (b) Development of printed materials in the form of information kits describing specific occupations for distribution at high school and junior high school levels.

   (c) Establishment of a special program with appropriate printed materials directed to high school guidance counselors for the purpose of emphasizing career opportunities in the mass media.

   (d) Establishment of a speakers bureau which will provide professional minority-group newspapermen and broadcasters for recruiting presentations which would include their own careers as models.

2. That the City of New York establish a High School of the Communication Arts, not only for the training which the institution would provide, but also to stand as a viable symbol to the entire community of the importance of the communications industry.

3. That the schools of New York State develop special instruction in language skills to support the aspirations of minority-group students who otherwise would be eliminated from opportunities in courses and extracurricular activities which lead to careers in the mass media.

4. That public school systems, colleges and universities, the media, and foundations cooperate to expand summer employ-

ment and internship programs in the media for both high school- and college-age minority-group young people, since these opportunities offer concrete experience while solving a perennial problem for the student — a summer job.

5. That the faculty and administrations of community colleges act immediately to expand the number of courses their institutions offer in journalism.

6. That the number of scholarships in support of minority-group journalism students be multiplied.

7. That the State of New York expand the services of the Professional Placement Office of the New York State Employment Service to include not only vacancy listings and referral service for the publishing-broadcasting industry but also to create a program to recruit candidates who would not normally view themselves as applying through a professional office, although they exhibit sufficient promise to be given an opportunity for further development.

EDUCATION AND TRAINING

1. That the management of individual media and their media associations immediately begin planning an expanded program of part-time internships and summer on-the-job training programs for minority-group students, and where necessary arrange for financial aid, which some individual media organizations may require, through media associations or foundations.

2. That the administration and staffs of all publicly licensed broadcast enterprises in the state immediately hold individual and joint meetings to plan new ways in which their facilities might be used to help serve minority-group communities — including assisting education and training for news media careers — and then present programs to the Urban Coalition and similar groups for possible funding assistance if needed.

3. Because of the acute financial situations of all institutions of higher education in the state, the New York legislature, New York-based foundations and other non-profit institutions, various corporations operating with New York State, the media and media associations, and various charitable and community and civic organizations conscientiously should review their resources and budgets with a view to providing increased financial aid to underprivileged citizens of New York State who seek college and university training, specifically including training for the news media. Grants for junior colleges, as well

as more comprehensive institutions, should be included. It should be remembered, moreover, that in most instances minority-group students, because of disadvantaged economic background, may require greater aid increments, both for tuition and for living expenses, than the majority of students from the majority community. Hence, while a modest grant may be an adequate incentive to a white middle-class child whose parents already are expecting to help him through college, only grants on a much larger scale may be realistic for a sizable proportion of nonwhites.

4. That local school administrations assure that every high school in the state with a substantial minority-group enrollment is able regularly to publish a school newspaper. Administrations should take the lead in enlisting the aid of media, media associations, college and university journalism teachers and departments, community organizations and human relations groups, foundations, and individual journalists in New York State to assure that volunteer professional supervision and monetary resources are available. Faculty advisers and student staff members of all existing high school newspapers, moreover, must make a special effort to assure that minority-group students are recruited for and given meaningful training opportunities on high school publications. Media organizations should consider "adopting" student newspapers in predominately minority-group high schools.

5. That news media management and staff members, along with media associations, undertake sponsorship of an expanded program of neighborhood journalism workshops, in cooperation with high schools and neighborhood organizations of minority-group communities, the Urban League, and other appropriate groups, with a view to helping discover, train, and counsel young people with an aptitude for careers in the news media. A listing of these programs and their needs, along with a registry of professional volunteer help available, should be maintained by the New York Urban Coalition and similar organizations upstate.

6. That the Urban Coalition, working with corporations and foundations in New York State, establish a program of volunteer professional management and editorial counseling, backed by a revolving fund of financial assistance, to help initiate more community newspapers — if only on a modest scale with less frequency than weekly publication — in minority-group neighborhoods within the state.

7. That representatives of the New York Urban Coalition, one or more foundations, interested media, journalism-school staff members, and other appropriate parties meet to plan establishment of an Urban News Service in New York City, on a short-term pilot-project scale, if necessary, drawing on the combined expertise (including temporary "loan" of key personnel if needed) of media management and minority-group community leaders to attempt a needed breakthrough in content of minority-group broadcast and print coverage and community confidence in it.

8. That all journalism schools and departments which have courses dealing with major issues promptly incorporate in these courses segments on urban affairs and problems. Institutions dealing with journalistic specialties, particularly at the graduate level, are urged to consider offering one or more courses in reporting of urban affairs and racial problems. In the years ahead this field will clearly grow in importance and will require at least as much special knowledge, perception, and talent as do such current specialties as science writing, medical writing, education reporting, and financial writing. Such a course should draw upon sociology, social psychology, and history, among other disciplines, and utilize guest lecturers from these fields. Enrollment in such courses should be small, and every effort should be made to have white and nonwhite students participate jointly in seminars. In addition, wherever feasible, nonwhite instructors should be added to journalism staffs, on a part-time basis if none are available for full-time faculty status.

9. That the media, media associations, foundations, and groups with interest in and concern about the problems dealt with in this report provide appropriate management-advisory and technical assistance to ethnic media which request such assistance in order to expand and enrich their recruitment and training of minority-group journalists.

MANAGEMENT EMPLOYMENT COMMITMENT

1. That those occupying key managerial positions in the news media and of larger corporations of which individual media are a part should accept personal responsibility for enhancing the media's understanding of race relations problems and its relationship to them, and for initiating or revising their organization's policies and procedures which bear on minority-group representation in the media's operations.

2. Good-management practices of follow-through and mutually open discussions to secure active cooperation at lower echelons are essential to success. The advantages of multiracial staff representation, both to the media and the community at large, must be made clear. Possible disappointments such as the sudden loss of especially talented nonwhites to other media or a seeming slowness of development of mutual trust and all-purpose competence, must be faced with candor. Whipsawing of supervisors between demands for "production" and, at the same time, compensatory investment of time and resources to phase in newcomers, cannot be allowed.

3. Any meaningful commitment must include a commitment to join with other organizations in cooperative efforts to bring about the change which is in all the media's self-interest — in money and talent — of programs of such organizations as publisher, broadcaster, and secondary- and college-level educators' associations; the Urban Coalition; the Urban League; Negro colleges; ad hoc workshops and training programs; etc.

4. That management act on the fact that a meaningful commitment to increase nonwhite editorial representation in the media involves more than merely an expressed willingness to employ "qualified" nonwhite prospects who may present themselves for employment. On the whole, news media managers already have voiced willingness to accept nonwhite candidates who meet "normal qualifications." What is required for breakthroughs on any significant scale is at least a short-run willingness to meet special circumstances with special actions. These should include special initiatives in recruitment; adaptation of traditional employment criteria to allow hiring of a certain proportion of promising nonwhite candidates who may not immediately meet "normal qualifications"; authorization of special on-the-job training, etc.

ORIENTATION OF MEDIA ASSOCIATIONS

1. That the Governor create a New York State Media Associations Advisory Committee, which would report to his office, to coordinate and help stimulate programs to increase minority-group representation in the news media in this state. The committee should have fifteen members, five from newspaper media associations and groups, five from broadcasting, and five from magazine publishing. At the same time, we urge that media associations give increased attention to liaison with groups with related interests and orientation, both in the

planning and in the execution of programs to bring about progress in minority-group representation in the media.

2. That all media associations establish special sensitizing programs to educate members, including panel discussions and talks at regular meetings and annual conventions; tours of minority-group communities; distribution of pertinent reading material on race relations problems (including Negro and Puerto Rican history) through association newsletters or bulletins, or special information mailings of basic background, such as commission reports or paperback books.

3. That all media associations in the state draft and ratify firm expressions of policy which make clear to officers and members and the public their commitment to active efforts to foster recruitment, employment, training, and promotion of minority-group employees in all phases of media operations.

4. That a special Service Committee be created by each media association in the state as a vehicle for channeling appropriate efforts to bring the media's combined resources to bear on solutions to problems of minority-group employment.

5. That all media organizations initiate special programs to recruit and place in positions of responsibility minority-group individuals who reasonably could be expected to qualify for membership. In instances where individual financial hardship may be an inhibition, special deferred-payment dues arrangements, or a dues-free status of "Exchange Member" with counterpart ethnic-based organizations, might be considered. Where white and ethnic-based media associations of basically like professional interest exist side by side, we strongly urge that they immediately explore merging.

CONCLUSION

As our final recommendation it is proposed that the Governor appoint a permanent select advisory committee to himself — some of whose members might be drawn from the Media Association Advisory Committee previously recommended — to monitor progress in implementing the recommendations of this report, and that the Advisory Committee report to the Governor at appropriate intervals on progress, needs, and opportunities in this field.